



Idaho Division of  
Vocational Rehabilitation

2004 - 2008

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## **The Role Of Strategic Planning Within The Idaho Division Of Vocational Rehabilitation**

The Idaho Division of Vocational Rehabilitation (IDVR) has utilized a Strategic Plan to direct its operations for many years. Establishing goals and objectives has allowed the Division to focus on the future and anticipate changes so that it can best serve the changing needs of its clientele. Planning has also enabled the Division to utilize its resources most effectively, which is essential given the fixed resources available and the dynamics of legislation.

## **Content And Format**

Since Federal and State governments operate according to different fiscal years, IDVR has utilized a calendar year in its Strategic Plan to provide some consistency. This Plan covers calendar years 2004 through 2008. A glossary is attached to provide clarification of terms used by the Vocational Rehabilitation profession.

The Plan is divided into four sections. The first section focuses on the Vocational Rehabilitation Program and presents specific goals, objectives and strategies for achieving these goals. While the majority of these goals relate directly to client services, some goals address behind-the-scenes issues that impact delivery of those services. The Division believes that effective and efficient methods of operation enable the Division to provide a high level of service to its clients.

The following three sections relate to IDVR programs: State Renal Disease, Epilepsy Services and the State Independent Living Program. Sections V and VI discuss the role of Strategic Planning within the Division, how the Division will achieve and monitor accomplishment of goals, and external issues that could significantly impact the Division's ability to achieve its goals.

## **Timing and Process**

IDVR is required to submit a completed Strategic Plan to the Idaho Division of Financial Management no later than July 1, 2004.

As part of the process to develop a final version of the Strategic Plan, Vocational Rehabilitation and the State Rehabilitation Council (SRC) solicit public input from around the State of Idaho through Town Meetings. These meetings are intended to address concerns and considerations of any member of the public regarding issues relating to the Vocational Rehabilitation of individuals with disabilities. Typically, the State Plan is revised annually and the Plan is then submitted to Region X of the Rehabilitation Services Administration (RSA), which is located in Seattle, Washington. Whenever any significant changes are made to the Plan, the Division must notify RSA. A State Plan was submitted to RSA in April of 2004 for consideration.

The Idaho Division of Vocational Rehabilitation takes pride in providing the most effective, efficient services available to individuals with disabilities seeking employment. Our Strategic Plan is intended to promote the goals and activities necessary to assist Idahoans with disabilities in their efforts to return to employment.

### **Vocational Rehabilitation Program Mission Statement**

We believe that independence and self-worth are enhanced through employment. We are committed to empowering people with disabilities with appropriate resources to make informed choices about their futures.

We are dedicated to being a strong voice for people with disabilities. We strive to promote cooperation and coordination between all entities to insure the provision of appropriate services to people with disabilities in Idaho.



## Vocational Rehabilitation Program Goals 2004-2008

- **Continually Improve the Division's Performance.**
- **Pursue Relevant Program Expansion to Meet Customer Needs.**
- **Establish VR as the Primary Source of Information Relating to Vocational Training, Education and Employment of People with Disabilities.**

## Goal #1 - Continually Improve The Division's Performance

OBJECTIVE 1	MEASUREMENT CRITERIA	TIMELINE
More fully utilize the expertise of the Field Services Employee Council.	Clarify the responsibilities of the Field Services Employee Council. Explore options for utilizing the Field Services Employee Council to focus on specific Division issues and to develop recommendations to address these issues, when appropriate.	2004-2005

OBJECTIVE 2	MEASUREMENT CRITERIA	TIMELINE
Streamline the Vocational Rehabilitation process.	Develop an action plan and implement appropriate taskforce recommendations.	2004 - 2005

OBJECTIVE 3	MEASUREMENT CRITERIA	TIMELINE
Utilize Information Technology to its maximum capacity.	Identify the technologies, business practices, and barriers that must be addressed to support the full usage of Information Technology within IDVR. Prepare and implement an action plan that addresses these issues.	2004-2005

OBJECTIVE 4	MEASUREMENT CRITERIA	TIMELINE
Establish statewide consistency for orientation and training to insure continuity among all levels of staff.	Develop training curriculum that outlines information necessary to the effective and efficient delivery of services in accordance with best practice and State and Federal requirements. Update the Field Services Manual and post this information on the IDVR Web as a reference guide.	2004-2005

OBJECTIVE 5	MEASUREMENT CRITERIA	TIMELINE
Ensure the complete and effective implementation of Gemini and Famis statewide, fully utilizing current staff.	Develop evaluation instruments to assess the overall effectiveness of these systems in terms of staffing, process and policy; identify skill gaps and provide adequate training to address these; make necessary adjustments to ensure maximum efficiency and effectiveness.	2004-2006

<b>OBJECTIVE 6</b>	<b>MEASUREMENT CRITERIA</b>	<b>TIMELINE</b>
Implement Local Aware and dial up connection as Gemini options for Field Services use.	IDVR Information Technology staff will assess the steps necessary to establish Local Aware and dial up connection and make these available to staff statewide by the first six months of the state FY 2005.	2004-2005

<b>OBJECTIVE 7</b>	<b>MEASUREMENT CRITERIA</b>	<b>TIMELINE</b>
Ensure staff is fully informed of information relative to the operation of the agency, disability issues affecting our clientele and service provision.	IDVR will enhance staff communication and information sharing through the expanded use of electronic communications, i.e., email newsletter, video conferencing statewide, Intranet, etc. Enhance staff participation in State, Regional, and National training opportunities.	2004-2005

## Goal #2 - Pursue Relevant Program Expansion to Meet Customer Needs.

OBJECTIVE 1	MEASUREMENT CRITERIA	TIMELINE
Adequately meet the needs of the increasing number of School-Work Transition students identified throughout the State.	Implement School-Work Transition projects in Regions III, V, VI & VIII. Collaborate with School Districts and work through the Legislative process to insure the availability of adequate resources.	2004-2007

OBJECTIVE 2	MEASUREMENT CRITERIA	TIMELINE
Adequately meet the needs of the increasing Adult Corrections population statewide.	Expand services to the Adult Correction population throughout the state in collaboration with Department of Correction and insure adequate resources to support the expansion through the development of cooperative funding agreements.	2004-2007

OBJECTIVE 3	MEASUREMENT CRITERIA	TIMELINE
Ensure VR staff has basic knowledge of SSA/Ticket To Work.	Identify resources available to VR staff to increase their basic knowledge of SSA/Ticket To Work; its proposed usage; and provide training as needed. Develop a fiscal tracking system for payment reimbursement and reporting.	2004-2005

OBJECTIVE 4	MEASUREMENT CRITERIA	TIMELINE
Enhance revenue opportunities for all VR programs.	Identify, pursue and secure revenue sources. Seek enhancement to the budget, pursue grant opportunities and collaborate with other agencies to develop shared projects.	2004-2007

## Goal #3 – Establish VR as the Primary Source on Information Relating to Vocational Training, Education and Employment of People with Disabilities.

<b>OBJECTIVE 1</b>	<b>MEASUREMENT CRITERIA</b>	<b>TIMELINE</b>
Ensure an effective Division Marketing Plan.	Re-evaluate the Division's current marketing plan for relevance and value. Institute a new operational plan based on the current identified needs.	2004-2005

<b>OBJECTIVE 2</b>	<b>MEASUREMENT CRITERIA</b>	<b>TIMELINE</b>
Identify the number of individuals with disabilities statewide and assess their needs. Consider this information in the development of programs and services offered.	IDVR will make a joint effort with the State Independent Living Council to fund a survey to obtain a reliable count of individuals with disabilities in Idaho along with some determination of their needs.	2004-2005

<b>OBJECTIVE 3</b>	<b>MEASUREMENT CRITERIA</b>	<b>TIMELINE</b>
Cultivate and maintain close collaborative relationships with our community partners.	Identify community partners and develop an action plan to begin cultivating and maintaining both new and old partnerships.	2004-2006

# State Renal Disease Program



## Mission

To provide financial assistance for lifesaving medical care and treatment to Idaho residents who are experiencing end-stage renal disease; and who do not have the financial resources to meet all their end-stage renal disease medical needs; and for whom work is not an option; or are employed, but unable to afford lifesaving kidney related expenses on a continuing basis.

## Vision

No Idaho resident experiencing end-stage renal disease should be at risk of death solely due to the inability to financially secure timely and appropriate medical intervention.

## Goal #1 – Provide Idahoans experiencing end-stage renal disease with a program for financial assistance for needs relating to life saving medical services.

OBJECTIVE 1	MEASUREMENT CRITERIA	TIMELINE
Achieve a minimum of 90% overall satisfaction rate by Idaho residents served in this program.	Utilize satisfaction survey results from study completed in calendar year 2003 as a baseline against which to compare the level of client satisfaction. The client satisfaction survey will be administered every other year due to the size of the caseload served by the Division through this program.	2004-2005

OBJECTIVE 2	MEASUREMENT CRITERIA	TIMELINE
To ensure adequate funding is directed to the operation of this program.	Continue to monitor the fiscal needs of the program and request legislative support, as necessary.	Ongoing

## Methodologies

The Division strives to ensure that all Idahoans experiencing end-stage renal disease have access to financial assistance through this program by requiring that individuals demonstrate financial need to qualify for services. All potential clients are assessed to determine if they have the potential to be eligible for Vocational Rehabilitation Services and are referred to this program, if appropriate. This determination is based upon their ability to work. For those clients found eligible for the kidney

program, only expenses directly relating to renal disease medical services or related goods are covered. To provide a high level of services, the Division works with the treating medical professionals to ensure that the most medically effective and least costly treatment modalities are the treatment of choice.

### **Program Status**

IDVR completed a survey of the Division's Kidney Program in July 2003, mailing questionnaires to 136 current renal program clients. The survey contained seven questions asking clients about their level of satisfaction with the program, IDVR staff, and choice of providers. The survey response rate was 52% with 5% of the surveys being returned as undeliverable due to an incorrect address.

The results of the Idaho Division of Vocational Rehabilitation's 2003 Kidney Survey verifies overwhelming client satisfaction with services received through the program. Most of the clients responding indicated satisfaction with the program (97%) and believed that the overall quality of their life had been improved because of their interaction with IDVR (98%). In terms of client choice, clients who responded indicated satisfaction with their involvement in decisions relating to the choice of medical services (94%) and service providers (92%). Clients also indicated satisfaction with their treatment by IDVR staff (97%) and the timeliness of services (98%).

## Mission and Purpose

The Epilepsy Foundation of Idaho (EFI) is committed to educating people with epilepsy and their families to assist with the problems associated with the disorder. In so doing, persons with epilepsy achieve a better and higher quality of life and the people of Idaho are served through economic savings and increased revenue. EFI works to achieve these goals through unduplicated, comprehensive programs of information and education, advocacy, prevention and the delivery of needed services. EFI serves people affected by the disorder, regardless of age or other criteria. Service response is provided according to individual needs and delivered in an integrated fashion, i.e. individual or family consultation/counseling (either face-to-face or telephone according to transportation limitations), groups, peer support, etc. and by utilizing all resources and appropriate materials, either written or visual. Needed and appropriate referrals are routinely utilized as part of services.

## Role of IDVR

This is a flow-through appropriation with no direct programmatic implication for IDVR. A Strategic Plan is submitted to IDVR by EFI and is included with IDVR's Strategic Plan when submitted to the Division of Financial Management. The following is a summary of EFI's Strategic Plan. Please refer to the plan itself for greater detail.

## Goal #1 – Serve Idaho families, children and youth affected by epilepsy.

OBJECTIVES	MEASUREMENT CRITERIA	TIMELINE
Provide epilepsy consultation and outreach services to enable individuals and/or families to understand the disorder and be active members of their treatment team.	Serve 2,000 per State Fiscal Year.	2004-2008
Advocate for individual rights.		
Ensure pharmaceutical compliance in financial emergencies.		
Facilitate the social and psychological support that other people with similar experiences can provide.		
Schools are encouraged to develop understanding and acceptance of children with epilepsy. Seizure recognition and first aid training is provided.		

**Goal #2 – Provide health education/training to public groups and to schools.**

<b>OBJECTIVES</b>	<b>MEASUREMENT CRITERIA</b>	<b>TIMELINE</b>
Educate people about the causes of epilepsy to prevent seizure disorders.  Teach the public about safety and first aid as it pertains to seizures to reduce seizure-related injuries and avoid unnecessary ambulance calls and hospital visits.  Foster and encourage public understanding and acceptance of people with seizure disorders.	Provide outreach to 300 individuals per State Fiscal Year.	2004-2008

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## State Independent Living Council

### **Role of IDVR**

This is a flow-through appropriation to support the Council mandated by **P.L. 102-569**. The Council operates independently except for certain fiduciary responsibilities carried out by IDVR.

The Council will submit its own Strategic Plan, under separate cover, directly to the Division of Financial Management.

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## Goal Achievement And Evaluation

### Goal Achievement

The Division operates according to the normal standards of State Government, subject to legislative oversight. Since the Idaho Division of Vocational Rehabilitation operates within the realm of public service, its strategies involve a wide range of participants, all of whom play an important role in carrying out IDVR's mission.

### Human Resources

The practice of IDVR is to recruit qualified rehabilitation personnel, as defined by the Rehabilitation Services Administration, with the skills, knowledge and experience that allow them to perform with the high standards necessary in a public/private competitive field. Professionalism is encouraged at all times with a commitment to the Division's mission and a shared vision among staff. Training is available so staff may stay current with standards and practices in the field. Management strategies that motivate and stimulate personnel performance are encouraged. Staff participation in developing the Strategic Plan is solicited so that the Plan is an all Division participation plan.

### Cooperative Efforts

IDVR works closely with many public and private entities in fulfilling the need to prepare individuals with disabilities for employment. Formal cooperative agreements exist between IDVR and other state/municipal agencies that provide services complimentary to the goals of IDVR. The Division intends to expand its efforts to establish cooperative working relationships with other service providers and further pursue comparable benefit opportunities.

IDVR staff work closely with special interest groups targeted to serve specific disability populations or promote opportunities for individuals with disabilities. Division employees participate on many committees and councils. As active or ex-officio members, participation is encouraged for staff with specialized skills. The Division may participate in establishing task force groups that complement the mission and purpose of the Division. Staff participate in such groups as the Work Force Development Council, the Developmental Disabilities Council and many more. Participation at both State and Regional levels is encouraged to aid in the professional development of staff members and to provide IDVR information for decision-making purposes as well as to educate others about IDVR.

## **Advisory Boards**

As established by Federal mandate, the State Rehabilitation Council (SRC) serves in the capacity to advise IDVR in establishing practices and standards that best serve the needs of individuals with disabilities. IDVR works closely with the SRC to determine client satisfaction, identify counselor needs and review methods, so the Division can improve or enhance services.

In the cooperative efforts between IDVR and other entities, staff participates on other State/community advisory boards targeting specific disability issues. The State Mental Health Advisory Board, the School-Work Transition Projects, Developmental Disabilities Council, Assistive Technology Board, University of Idaho Counseling Board, State Independent Living Council, Council on Exceptional Children, Idaho Association of Community Rehabilitation Programs, and Public Transportation Interagency Working Group are examples of the continued efforts of IDVR to work cooperatively with other entities in achieving its goals.

## **Customers and Vendors**

The intent of IDVR is to work closely with its customers and vendors in establishing quality performance throughout the State. The Division works closely with vendors to ensure quality services and reasonable prices, and strives to work with Federal programs (Social Security Administration, Medicaid, Medicare, etc.) to provide comparable benefits or cost recovery, whenever possible. Certification of many vendors is required to promote continuity and quality. IDVR works continuously to find new and innovative ways to provide necessary quality services to clients with a minimal impact to taxpayers.

**IDVR also utilizes a number of tools to accomplish its goals including:**

## **Analysis and Surveys**

Every effort is made by the Division to keep abreast of issues concerning services to people with disabilities who are seeking employment. The Division continues to survey special topics and to analyze the findings in an attempt to adjust to the needs of the clients served. The Strategic Plan identifies several areas where the Division hopes to complete studies or ongoing monitoring of services to clients.

IDVR will work with advisory councils, special interest groups, as well as review in-house data to complete the studies. Data is collected on case services, personnel, employment, client satisfaction, etc. and used in annual reviews, administrative reports and special topic analyses determined necessary for evaluation. Reviews determine those areas that are productive and areas for potential improvement. IDVR may also commission a specific study or establish a task force to review results and make recommendations, when appropriate

## **Plans of Operations**

The Division's State and Strategic Plans serve as blueprints for establishing goals and maintaining compliance to standards set forth by Federal and State regulations. Managers are responsible for developing specific activities and action plans for achieving the objectives pertaining to their specific areas of responsibility. These plans are distributed throughout all field offices and are supplied as a guide to the mission and direction the Division intends to pursue. The Division believes in decentralizing appropriate tasks to those areas closest to the decision-making. Public comment is solicited on all plans so that the Division is provided input regarding public interest in Vocational Rehabilitation Services. These plans are monitored frequently for compliance and status of completion.

## **Other Resources**

Division Staff use a variety of tools to achieve and monitor performance. Operations manuals, special training, survey instruments, performance planning, flow charts, regularly scheduled staff meetings and statewide management meetings are just a few of the tools used to promote the progress of activities. The Division is also in the process of upgrading its Information Technology Infrastructure in an effort to enhance staff performance.

## **Evaluation Strategies**

IDVR utilizes a variety of evaluation strategies in the management of the Strategic Plan as well as the management of the general operation of the Division. With the assistance of the Field Services Bureau Chief and thirteen middle management staff (including Regional Managers), the Administrator ensures goals and objectives are monitored for successful completion. The Division attempts to incorporate current management strategies and methodologies, whenever appropriate. The primary approaches utilized to evaluate the completion of assignments are:

## **Monitoring**

## **Division Management**

The Planning and Evaluation Manager is assigned to monitor the Division's progress toward meeting the goals of the Strategic Plan. Quarterly, the Central Office Managers, Field Services Bureau Chief and the Administrator meet regarding the progress of their assigned goals and objectives of the Plan. The Plan is reviewed for compliance, applicability, resources, status and necessity for revision. Due to the dynamics in Federal and State legislation, some revision may be necessary due to budgetary or legislative changes. The Planning and Evaluation Manager monitors the Plan to decide which (if any) elements may be likely to facilitate or impede progress toward completing the Plan. Any problems in completing the Plan are discussed with Central Office Management to determine recommended solutions. The Planning and Evaluation Manager reports the status of Plan completion to the Division's Administrator.

IDVR has recently begun to reorganize the Divisional Management structure to more effectively utilize resources. The Administrator has direct authority over the Field Services Bureau, Fiscal Operations, Information Technology, Human Resources, and Planning and Evaluation. Each functional area has been designated particular objectives in the Strategic Plan. The Managers of these areas are responsible for ensuring the objectives are completed in the time frames specified. The Bureau Chief and Managers may exercise different management practices in achieving their particular goals including the development of activity plans for certain projects. The nature of the activity may warrant the type of management used. Data is maintained electronically for use in quality assurance reviews, client surveys and special program reviews.

## **Regional Management**

Under the direction of the Field Services Bureau Chief, eight Regional Managers monitor the progress of activities at a regional level. Performance goals are established annually with the Field Services Bureau Chief and Regional Managers are responsible for working closely with their staff to achieve these goals. Regional Managers continually evaluate staff performance. The Planning and Evaluation Manager coordinates field office audits. To review overall operations and case service provision, each regional office is reviewed every other year. Special reviews are available, when necessary, due to personnel changes or special administrative requests.

Evaluation strategies and methodologies used by the Division intend to determine the successful completion of the goals specified in the Strategic Plan. Compliance with Federal and State planning assignments and measurement of Federal and State Performance Standards are performed annually. The approach to evaluation by the Division is to determine the impact of services and overall performance.

## **Establishing and Revising Goals**

In the review and monitoring of the Strategic Plan, management will consider the applicability of the activity to the continued execution of the Plan. Management will also consider any changes in the internal and external environments that create a need for goal changes. Changes in the Strategic Plan require the approval of the Administrator who then notifies the Department of Financial Management.

Unanticipated events may dictate changes to the Plan such as the changes made to the Federal Rehabilitation Act in 1998. Changes in Federal guidelines may require adjustment of services, costs and regulations.

## External Issues Impacting IDVR

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The field of Vocational Rehabilitation is dynamic due to the nature and demographics of the clientele served and the variety of disabilities addressed. Challenges facing the Division include:

### **Technological Advances in Both Assistive Rehabilitation Products and Information Technology**

IDVR is dedicated to keeping current in the latest trends and in training Vocational Rehabilitation Counselors and staff. In addition, IDVR employs an Information Technology staff to develop innovative ways to utilize technology in carrying out its mission.

### **Changes in the Medical Industry**

Continuing advancements in the medical industry as well as changes relating to insurance and financial benefits pose complex questions for the Vocational Rehabilitation Counselor. This is especially true in determining eligibility and services. Many IDVR Counselors and Managers are involved with health and disability-related organizations to keep abreast of these changes.

### **Idaho's Economy**

Idaho has seen tremendous growth in its population in the past ten years. This could impact the availability of services to Idahoans. Idaho has also seen a dramatic change in its job market; away from agricultural toward more service, hi-tech and professionally oriented jobs. The environment has always been competitive for IDVR clients. The growth in population as well as a depressed job market has increased the competition for jobs. IDVR recognizes this and strives to develop relationships within the private sector and other public entities in an effort to increase employment opportunities for its clients.

### **Private Rehabilitation Programs**

The presence of private rehabilitation programs has created an environment that is competitive in nature. IDVR feels confident that the services it provides to those with disabilities are more extensive and are directed to a much larger customer base. To communicate this effectively to the public, IDVR has made the marketing of its services a high priority.

## **Political Climate**

The political elements are by far the most difficult for IDVR to overcome since they are essentially out of the control of the Division. At the State level, the Division is subject to legislative action regarding annual budget requests including service dollars and personnel expansion. Any legislation pertaining to service provision either by public or private sectors will have a definite impact on Division services and service providers.

IDVR is also affected by decisions made at the Federal level. The direction Congress chooses regarding reauthorization of the Rehabilitation Act will impact the future of Vocational Rehabilitation in Idaho. Federal funding decisions (e.g., training grants, block grants, reductions, etc.), program deletions, changes in health care and employment standards and practices are areas that would impact the Division's planning process.

All staff of the Idaho Division of Vocational Rehabilitation take pride in providing the most effective, efficient services available to individuals with disabilities seeking employment. Key people must be focused on precise issues and the internal and external environments must be linked advantageously. Management is committed to continued service to the people of Idaho. IDVR's Strategic Plan promotes goals and objectives, which will serve Idahoans with disabilities in the best manner possible.

## APPENDICES

## A P P E N D I X I

Status of IDVR Strategic Plan (2003-2007)

In January of 2004, a team was established to review the process for strategic planning within the Division and to review the 2003-2007 Strategic Plan. This team consisted of administrative staff, Regional Managers, and SRC representatives. In reviewing objectives to be completed in calendar year 2003, the results listed below were obtained.

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## Goal 1: Continually Improve The Division's Performance.

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OBJECTIVE 1	DEADLINE
<p>Enhance services for those with Mental Illness (MI); those in Adult Correction Programs; and in our School-Work Transition Program.</p> <p><b>Achievement Status:</b> Program evaluations have been completed for the Mental Illness, Adult Correction, and School Work Transition Programs. The results are being utilized for continuous program improvement. This objective has been completed.</p>	2003-2007

OBJECTIVE 2	DEADLINE
<p>More fully utilize the expertise of the Counselor Council.</p> <p><b>Achievement Status:</b> The Division has re-organized the Counselor Council and it has been renamed to better reflect the inclusion of all Field Services staff. The name of the council is now the Field Services Employee Council (FSEC). The FSEC has begun to meet on a regular basis and have developed a mission statement clarifying the scope of its responsibilities. Furthermore, the FSEC has been charged by the Administrator with exploring several major issues affecting the Field and provide formal recommendations to Management, when requested.</p>	2003 - 2004

OBJECTIVE 3	DEADLINE
<p>Focus on recruitment and retention of qualified staff.</p> <p><b>Achievement Status:</b> Activities conducted to fulfill the recruitment piece included: Contact with program directors from the University of Northern Colorado, Utah State University, University of Idaho, University of Arizona, San Diego State University, Montana State University, University of Wisconsin-Stout, Minnesota State University and Portland State University; attendance at a career fair at Utah State University; attended educational summit in Denver and met with numerous educators for recruitment contacts; visited students at University of Idaho, University of Northern Colorado, Utah State University and San Diego State University; placed recruitment binders on file with career centers at Utah State University, San Diego State University, and the University of Northern Colorado; and utilized WWW to announce vacancies with Idaho Division of Human Resources, University of Wisconsin-Stout, Montana State University, Utah State University and San Diego State University.</p> <p>For retention, the Human Resource Manager researched salary and turnover for Vocational Rehabilitation Counselors (VRCs) and Office Supervisor II positions (benchmarked against state statistics) to support increases; increased entry level salaries of new VRCs; incorporated adjustments in the latest pay package for salary</p>	Ongoing

compression issues; collected feedback from Field Services Employee Council on career path and salary for entry level positions and increased training opportunities for counseling staff, focusing on new counselor training such as Case Load Management, Critical Case Questioning and New Counselor Orientation. This objective has been met.	
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<b>OBJECTIVE 4</b>	<b>DEADLINE</b>
<p>Enhance revenue opportunities for all VR programs.</p> <p><b>Achievement Status:</b> This objective remains and has been moved to Goal #2 as Objective 4 because it fits more closely with this goal. VR has entered into a contract with the Idaho Association of Community Rehabilitation Programs (IACRP) to provide the federal share funding to the IACRP for projects outlined in the contract. In exchange, VR received the state portion of the funds from the IACRP, which increased the Division's matching funds and decreased the MOE deficit.</p>	2003-2007

<b>OBJECTIVE 5</b>	<b>DEADLINE</b>
<p>Serve individuals from minority backgrounds.</p> <p><b>Achievement Status:</b> IDVR has continuously monitored the numbers of individuals with disabilities served from minority backgrounds and has met the Federal Performance indicator for service rate. The Division will continue to serve individuals with disabilities from minority backgrounds who require our services as a matter of course and does not believe this objective should continue to be part of the Strategic Plan.</p>	Ongoing

<b>OBJECTIVE 6</b>	<b>DEADLINE</b>
<p>Exceed a 75% client employment retention rate.</p> <p><b>Achievement Status:</b> The Division has for several years assessed the employment retention rate of individuals rehabilitated into competitive employment and earning at least minimum wage computed on a twelve-month basis. Overall, the Division has met this objective. The Division will continue to monitor the client employment retention rate, but it was determined that this objective should not continue to be part of the Strategic Plan.</p>	Ongoing

<b>OBJECTIVE 7</b>	<b>DEADLINE</b>
<p>Improve core business processes and infrastructure through the leveraging of Information Technology, resource planning, and business processes.</p> <p><b>Achievement Status:</b> The Division has installed an automated case management system and a Financial Accounting system, which have improved efficiency in the Field and Fiscal. The Division has made tremendous strides in assessing core business processes and making changes to ensure efficiency. Due to the ongoing nature of this objective, the Division believes it should no longer be part of the Strategic Plan.</p>	Ongoing

<b>OBJECTIVE 8</b>	<b>DEADLINE</b>
<p>Strengthen existing service delivery system statewide with emphasis on rural areas.</p> <p><b>Achievement Status:</b> The Division has researched the possible repositioning of sub-offices and staff, using updated census data and information gleaned from a population study completed by the Division. Information Technology has investigated options for improved communications and equipment has been installed and contracts initiated to accomplish this. This objective has been completed.</p>	2003-2007

<b>OBJECTIVE 9</b>	<b>DEADLINE</b>
<p>Establish a comprehensive Division Safety and Loss Control program.</p> <p><b>Achievement Status:</b> The Division successfully developed and implemented a Safety and Loss Control program and continues to assess its efficacy and will make changes, as needed. This objective has been accomplished.</p>	2003-2004

<b>OBJECTIVE 10</b>	<b>DEADLINE</b>
<p>Improve transportation options to enhance employment opportunities for individuals with disabilities through involvement with the Public Transportation Interagency Working Group (IWG).</p> <p><b>Achievement Status:</b> The Division has had a representative attend and participate in meetings of the IWG and serve on sub-committees to better address statewide VR client transportation needs for several years. This objective has been accomplished.</p>	2003-2007

<b>OBJECTIVE 11</b>	<b>DEADLINE</b>
<p>Establish a Records Retention Plan for the Division.</p> <p><b>Achievement Status:</b> The Division has developed and implemented a Records Retention Plan and continues to assess its efficacy and make changes as needed. This objective has been completed.</p>	2003-2005

<b>OBJECTIVE 12</b>	<b>DEADLINE</b>
<p>Reflect a positive attitude and willingness to work with the Blue Ribbon Committee.</p> <p><b>Achievement Status:</b> The Division diligently sought opportunities to network with members of the Blue Ribbon Task Force and provide information about the Vocational Rehabilitation program in Idaho. During the past year, we received several inquiries specific to services provided by the Division and provided the requested information in a timely fashion. This objective has been completed.</p>	2003-2004

<b>OBJECTIVE 13</b>	<b>DEADLINE</b>
<p>Preserve financial resources for Division functioning given economic downturn.</p> <p><b>Achievement Status:</b> The Division reviewed the order of selection plan as put forth by the State Rehabilitation Council. IDVR requested a Maintenance of Current Operations (MCO) budget; reviewed IDAPA payment policy; and reviewed business practices to reduce operating expenses. Changes were made where prudent. This</p>	2003-2005

objective has been completed.	
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<b>OBJECTIVE 14</b>	<b>DEADLINE</b>
<p>Establish statewide consistency for orientation and training to insure continuity among all levels of staff.</p> <p><b>Achievement Status:</b> This Objective has been moved to Goal 1 and listed as Objective 4 as it better relates to improving the Division's performance. We continue to work on this objective.</p>	2003-2005

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## **Goal 2: Pursue Relevant Program Expansion To Meet Customer Needs.**

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<b>OBJECTIVE 1</b>	<b>DEADLINE</b>
<p>Ensure the complete and effective implementation of Gemini and Famis statewide, fully utilizing current staff.</p> <p><b>Achievement Status:</b> Develop evaluation instruments to assess the overall effectiveness of these systems in terms of staffing, process and policy; identify skill gaps and provide adequate training to address these; make necessary adjustments to ensure maximum efficiency and effectiveness. The Division will move the function of creating bills in Gemini from Fiscal to the Field as originally planned. This will improve the overall efficiency of the bill payment process by placing more responsibility and control in the field.</p>	2003-2007

<b>OBJECTIVE 2</b>	<b>DEADLINE</b>
<p>Strengthen and expand the Juvenile Corrections Program.</p> <p><b>Achievement Status:</b> The Division recently entered into an agreement with the Department of Juvenile Corrections (DJC) to work with identified violent and youthful offenders. The Division will assist to identify and provide services intended to reduce the recidivism rate through addressing their unique disability and employment issues. IDVR will be serving all VR eligible youth in the Canyon County area who meet the criteria for the grant and are referred by DJC.</p>	2003-2005

<b>OBJECTIVE 3</b>	<b>DEADLINE</b>
<p>Investigate the rehabilitation needs of Idaho's aging population with disabilities.</p> <p><b>Achievement Status:</b> The Division completed a population and caseload study of individuals served indicating that the Division is currently adequately serving this population. The Division has also developed a strong working relationship with the Commission on Aging and utilizes their expertise when necessary. The objective has been completed.</p>	2003-2006

<b>OBJECTIVE 4</b>	<b>DEADLINE</b>
<p>Provide adequate Assistive Technology resources statewide.</p> <p><b>Achievement Status:</b> A survey was conducted to ascertain the informational needs of VR staff. The Division then worked closely with the Assistive Technology Project at the University of Idaho in providing extensive assistive technology information to VR staff statewide.</p>	2003-2007

<b>OBJECTIVE 5</b>	<b>DEADLINE</b>
<p>Ensure VR staff has basic knowledge of SSA/Ticket To Work.</p> <p><b>Achievement Status:</b> The Field Services Bureau Chief and an assigned Regional Manager researched and remained current with information regarding not only the scheduled roll out of the Ticket, but also information that has been available since the Act and regulations were published. Regular discussions have occurred with the Regional RSA representative as well as with other Region X States on the Ticket. Several Managers attended Maximus training in Boise. The Division completed paperwork to become an Employment Network for Ticket. Trained Regional Managers about the Ticket To Work program during a management meeting and then trained all Field staff at break-out sessions during the Division's annual In-service in October, 2003, just prior to Idaho's scheduled rollout date. The Deputy Chief of Field Services attended a national Ticket to Work training in Washington, D.C. in August 2003. The Division continues to work on developing a fiscal tracking system and plans to have this completed by the end of 2004.</p>	2003-2004

<b>OBJECTIVE 6</b>	<b>DEADLINE</b>
<p>Cultivate and maintain close collaborative relationships with our community partners.</p> <p><b>Achievement Status:</b> This objective remains in the Strategic Plan. However, it has been moved to Goal 3 as Objective 3 because it fits more closely with this goal.</p>	2003-2005

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## **Goal 3: Establish VR As The Primary Source Of Information Relating To Vocational Training, Education And Employment Of People With Disabilities**

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<b>OBJECTIVE 1</b>	<b>DEADLINE</b>
<p>Ensure continued awareness of the value of the Vocational Rehabilitation Program with the State Board of Education.</p> <p><b>Achievement Status:</b> The Division has provided information to the Board on a regular basis. Additionally, a quarterly report is provided to the Board outlining the progress the Division has made toward meeting its performance goals. Board members have been invited to the Division's yearly In-service. This objective has been met.</p>	Ongoing

<b>OBJECTIVE 2</b>	<b>DEADLINE</b>
<p>Increase awareness in the Office of the Governor of the value of IDVR's participation in Idaho Works One-Stops with regards to serving persons with disabilities and strengthen the relationship with the State Workforce Development Council.</p> <p><b>Achievement Status:</b> The Division has maintained a good working relationship with the Office of the Governor and has participated on several committees representing the interests of individuals with disabilities. Ruth Rathbun, the Chairman of the State Rehabilitation Council has been an active member of the State Work Force Development Council and as such, has ensured the interests of IDVR as well as individuals with disabilities are well represented. This objective has been met.</p>	Ongoing

<b>OBJECTIVE 3</b>	<b>DEADLINE</b>
<p>Ensure the availability of information about employment and disability issues.</p> <p><b>Achievement Status:</b> A review of informational activities in the Field revealed that VR offices throughout the State have developed strong working relationships with their contacts within Health and Welfare as well as with other agencies where the interests of individuals with disabilities are served. Regional Managers and Vocational Rehabilitation Counselors alike present information about the services the Division has to offer, as needed. This objective has been met.</p>	2003-2006

<b>OBJECTIVE 4</b>	<b>DEADLINE</b>
<p>Ensure an effective Division Marketing Plan.</p> <p><b>Achievement Status:</b> Many of the goals outlined in the comprehensive Marketing Plan the Division developed in 1999 have been instituted. The Division plans to revisit the goals that have not been met to determine their relevance to the functioning of the Division currently. The plan will be discussed at the next Management meeting in September and it will be determined at that time if there are remaining goals that the Division needs to concentrate on and base the new operational plan on that information.</p>	2003-2004

<b>OBJECTIVE 5</b>	<b>DEADLINE</b>
<p>Establish rehabilitation specialty areas.</p> <p><b>Achievement Status:</b> Each of the Regional Manager's have been assigned rehabilitation specialty areas and they remain available for consultation in planning and training activities on an as needed basis. The objective has been met.</p>	Ongoing

<b>OBJECTIVE 6</b>	<b>DEADLINE</b>
<p>Ensure a continuing close working relationship with the State Rehabilitation Council (SRC) and support the SRC's efforts in terms of their advocacy for IDVR and its mission.</p> <p><b>Achievement Status:</b> The Division has developed a strong working relationship with the State Rehabilitation Council (SRC). An appointed Division representative attends</p>	2003-2007

<p>each of the SRC meetings and provides information about areas of interest to the SRC. Additionally, the Division collaborates with the SRC in the development of their client satisfaction surveys and assists with that process. At each quarterly meeting, the Division's Administrator provides the SRC with an update of the Division's activities. The Division, jointly with the SRC, conducted town meetings around the state to solicit input from the public about the Division's State Plan and other issues of interest. This objective has been met.</p>	
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## **A P P E N D I X   I I**

### **Glossary of Terms Specific to the Vocational Rehabilitation Industry**

**Administrative Costs:** Expenditures incurred in the performance of administrative functions including expenses related to program planning and development; financial management and budgeting; information systems and data processing; public information; technical assistance to other State agencies; State Rehabilitation Council expenses; administration of personnel and training; administrative salaries; costs incurred in conducting reviews; and legal expenses.

**Client:** An individual who applies or is eligible for Vocational Rehabilitation services.

**Community Rehabilitation Program:** A program that directly provides or facilitates the provision of services to individuals with disabilities to enable those individuals to maximize their opportunities for employment.

**Community Supported Employment (CSE):** Competitive work in integrated work settings for individuals with the most significant disabilities for whom competitive employment has not traditionally occurred; or for whom competitive employment has been interrupted or was intermittent as a result of a significant disability; and who, because of the nature and significance of their disability, need intensive supported employment services for work, and extended services after the transition to long-term support in order to perform such work.

**Comparable Benefits:** Benefits that are provided or paid for, in whole or in part, by other Federal, State or local public agencies, by health insurance, by employee benefits available to the individual at the time needed and are commensurate to the services that the individual would otherwise receive from IDVR.

**Competitive Employment:** Work in the competitive labor market that is performed on a full-time or part-time basis, in an integrated setting and for which the individual is compensated at or above the minimum wage, but not less than customary wage and level of benefits paid by the employer for the same or similar work performed by individuals who are not disabled.

**Customer:** Includes both clients and employers.

**Decentralization:** A management concept, which encourages decision making to be accomplished where the authority, responsibility, and accountability reside.

**Disability:** A physical and/or mental impairment that results in a substantial impediment to employment.

**Eligible Individual:** An individual is eligible for assistance if the individual has a physical or mental impairment which constitutes or results in a substantial impediment to employment and requires Vocational Rehabilitation services to prepare for, secure, retain or regain employment; and who can benefit in terms of an employment outcome unless the counselor can demonstrate by clear and convincing evidence that such individual is incapable of benefiting from Vocational Rehabilitation services in terms of an employment outcome or SSI or SSDI recipients who intend to achieve an employment outcome.

**Employment Outcome:** Entering or retaining full-time or, if appropriate, part-time competitive employment in the integrated labor market, supported employment, or any other type of employment

including self-employment that is consistent with an eligible individual's abilities, capabilities, and interests and informed choice.

**Extended Services:** Services needed to support and maintain an individual with the most significant disability in supported employment, provided at a minimum, twice monthly on or off the work site, that are needed to maintain employment stability. Said services are provided by a party other than the State/Federal VR Program. Also called ongoing support services or supported employment services.

**General Program:** Refers to Title I of the Rehabilitation Act of 1973 and its Amendments.

**Integrated Setting:** A setting typically found in the community in which clients interact with non-disabled individuals, other than non-disabled individuals who are providing services to those applicants or eligible individuals, to the same extent that non-disabled individuals in comparable positions interact with other persons.

**Integrated Work Setting:** A setting in which the majority of people, excluding service providers, with whom clients interact, are individuals without disabilities.

**ITRMC:** The Governor's Information Technology Resource Management Council.

**Most Significant Disability (MSD):** An individual with the most significant disability (ies) is one with a physical or mental impairment, which results in a substantial impediment to employment and for whom the impairment seriously limits two or more functional capacities; and whose vocational rehabilitation can be expected to require multiple core Vocational Rehabilitation services (services that reduce the impact of functional limitations to achieve an employment outcome) over an extended period of time.

**One-Stop Career Center System:** A coordinated information and service delivery system for individuals seeking first, new or better jobs and for employers seeking to build a world-class workforce. The idea is that individuals will be able to go to one, easy to locate facility in order to find employment-related information.

**Physical or Mental Impairment:** Medically or psychologically diagnosable physical or mental condition.

**Rehabilitation Success Rate:** The percentage of successful closures compared to all closures after having received services from IDVR.

**School-Work Transition:** Services provided to students with disabilities who are eligible for Vocational Rehabilitation in cooperative programs with Special Education Personnel in each school district. The transition effort between the Idaho Division of Vocational Rehabilitation and Special Education focuses on transition from the secondary school system to adult/life services. Transition refers to that period encompassing high school, graduation, and post-secondary preparation leading to employment.

**SGA Level:** Substantial Gainful Activity. A term used by the Social Security Administration. It is the performance of significant work for pay or profit with average countable monthly earnings at a level determined by the Social Security Administration allowing for cessation of Social Security Disability Insurance (SSDI) or reduction of Supplemental Security Income (SSI) benefits.

**Significant Disability (SD):** An individual with a significant disability(ies) means one with a physical or mental impairment which results in a substantial impediment to employment and for whom the impairment(s) seriously limit one or more functional capacities in terms of employment outcome; and whose Vocational Rehabilitation can be expected to require multiple Vocational Rehabilitation services over an extended period of time.

**Supported Employment Services:** Services consist of the provision of skilled job coaches at the work site, job development and placement, social skills training, observation or supervision, follow-up services to reinforce and stabilize the job placement, facilitation of natural supports at the work site, and any other service needed to assist the individual in entering or maintaining integrated, competitive employment. Also called ongoing support services or extended services.